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ABSTRACT

Palomar College (PC) enrollment data and personnel records from 1967 to 1979 were examined to determine: (1) whether PC staff had grown at a rate equivalent to the growth in enrollment; (2) whether the various segments of the PC staff had grown at comparable rates; and (3) whether these segments had grown at rates equivalent to the growth in student activity as measured by weekly student contact hours (WSCH). For the purposes of the study, enrollment counts were divided between day and evening students, and WSCH data were broken down by day and evening contact hours, credit and non-credit hours, and census week accounted and actual accounted contact hours. Classified and certified staff were categorized by their contract status as full-time, part-time, or hourly personnel; classified staff were further identified as administrators, middle administrators, and direct student contact staff. The data revealed that full-time staff grew at a slower pace than enrollment and that varying growth rates were experienced by different segments of the staff--the number of classified staff grew more rapidly than the number of direct student contact staff, which increased more rapidly than the administrative segment. Most staff segments grew more slowly than comparable measures of student activity. The study report provides tables organizing data and includes a discussion of the factors affecting enrollment and staff growth. (JP)

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PALOMAR COLLEGE ENROLLMENT-STAFF GROWTH: 1967-1979

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Palomar College
San Marcos, California

March 14, 1980

PALOMAR COLLEGE ENROLLMENT-STAFF GROWTH: 1967-1979

INTRODUCTION

This study of the growth of the Palomar College staff was initiated by a request of the Faculty Senate in the Spring of 1978. The investigation requested was a comparison, from 1967 to the present, of the growth rates of:

a) student enrollments and contact hours,
b) classified staff, and
c) certificated staff.

A basic premise of the study was the idea that the various segments of college staff, both certificated and classified, might be expected to grow at rates comparable to the rates of growth of student enrollment or student contact hours.

An initial report of the findings of the investigation was made to the Faculty Senate in February 1979, and a revised version was submitted to the Administrative Council in May 1979.

Because the Senate had requested that the staff data be updated annually, a final report of the study findings was delayed until the staff and enrollment data of the Fall semester of 1979 was available.

STUDY INTENT

The intent of the study, then, was to collect historical data charting student enrollments, student contact hours, and the size of the college staff, and from this information answer the following primary questions:

1. Has the staff at Palomar College grown since 1967 at a rate equivalent to the rate of growth of student enrollments?

2. Have the major segments of the Palomar College staff grown at substantially similar rates from 1967 to the present?

3. Have the major segments of the Palomar College staff grown at rates equivalent to the growth rates of appropriate measures of student activity?

No previous study at Palomar College had dealt with these questions nor did contact with other community colleges locate studies with a similar purpose.

DATA COLLECTION

Student Enrollment Data

Student enrollment data, Table 1, were collected to indicate total college enrollment headcounts, excepting only Regional Occupation Program (ROP) enrollments which are not reported in the College's reports to the Chancellor's Office.

Enrollment data was broken down between day enrollments and extended day enrollments, and between credit and noncredit enrollments. The data source was the CCAF-130 Student Enrollment Report sent periodically to the Chancellor's Office.

Historically, counts of *day students* in the CCAF-130 report have included not only students taking *day classes only* but also students taking both *day classes and extended day classes*, while the counts of *extended day students* have included only students taking *extended day classes only*. Since 1975 data has been available for credit enrollments which lists enrollments in three separate categories:

a) students taking day classes only,
b) students taking extended day classes only, and
c) students taking both day and extended day classes.

Student Weekly Contact Hour Data

Student weekly contact hour data, Table 2, were collected with the intent of representing total college student contact hours, excepting only ROP contact hours which are not reported to the Chancellor's Office.

Weekly student contact hours were broken down between day and extended day contact hours, between credit and noncredit contact hours, and, since 1974, between census week accounted contact hours and actual hours accounted contact hours.

Staff Data

Staff data, Table 3, were collected to represent total College employment from 1967 through 1979. Personnel were categorized by their status as certificated or classified staff and by their contract status as full time contract personnel, part time contract personnel, or hourly noncontract personnel.

Because personnel data in the 1960's were frequently difficult to reconstruct, it was not possible to attempt a longitudinal record of employment based on a full-time-equivalent (FTE) approach. Staff data in this report, then, count each individual once, and assign him or her to a full time, part time, or hourly category.

The study, in agreement with the original Faculty Senate request, focused on certificated staffing patterns, since it analyzed certificated staff in several functional groups but did not analyze classified staff in this detail.

PALOMAR COLLEGE
STUDENT ENROLLMENT
Fall Semesters 1967-1979

Table I

CREDIT ENROLLMENT	1967	1968	1969	1970	1971	1972	1973	1974	1975	1976	1977	1978	1979
DAY STUDENTS:													
Students in Day Classes Only(2)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	5,346	5,613	5,658	5,364	5,692
Students in both Day and Ext'd. Day Classes	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	3,033	2,769	2,710	2,443	2,518
Students in Day Classes only plus Stud. in both Day & Ext'd Day Classes(3)	2,527	2,538	2,754	3,146	3,919	4,326	5,124	6,247	8,379	8,382	8,368	7,807	8,210
EXTENDED DAY STUDENTS:													
Students in Ext'd. Day Classes only	1,931	1,681	1,811	2,040	2,310	2,748	3,627	4,077	4,608	5,265	5,665	5,774	6,100
TOTAL CREDIT ENROLLMENT	4,458	4,219	4,565	5,186	6,229	7,074	8,751	10,324	12,987	13,647	14,033	13,581	14,310
NONCREDIT ENROLLMENT													
DAY STUDENTS:													
Students in Day Classes only plus Students in both Day & Ext'd. Day Classes	180	133	89	175	276	278	219	262	777	658	551	321	543
EXTENDED DAY STUDENTS:													
Students in Ext'd. Day Classes only	1,031	595	682	1,193	1,023	1,378	938	1,003	691	651	610	330	388
TOTAL NONCREDIT ENROLLMENT	1,211	728	771	1,368	1,299	1,656	1,157	1,265	1,468	1,309	1,261	651	931
TOTAL CREDIT & NONCREDIT ENROLLMENT													
DAY STUDENTS:													
Students in Day Classes only plus Students in both Day & Ext'd. Day Classes	2,707	2,671	2,843	3,321	4,195	4,604	5,343	6,509	9,156	9,040	8,919	8,128	8,753
EXTENDED DAY STUDENTS:													
Students in Ext'd. Day Classes only	2,962	2,276	2,493	3,233	3,333	4,126	4,565	5,080	5,299	5,916	6,275	6,104	6,488
TOTAL ENROLLMENT	5,669	4,947	5,336	6,554	7,528	8,730	9,908	11,589	14,455	14,956	15,194	14,232	15,241
APPRENTICE & NONRESIDENT ENROLLMENT(4)													
APPRENTICES	N/A	N/A	N/A	N/A	N/A	N/A	N/A	215	182	185	241	272	261
NONRESIDENTS	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	272	255	406	394	488

Notes: (1) Data for this tabulation taken from the CCAF-130 Report, Parts I, II, and III. ROP attendance is not included.
(2) Available with the advent of a larger data processing facility, this data is from the Fall Tally Report, 1st Census Week.
(3) Day Student reporting to the Chancellor's Office has historically included not only students taking day classes only but also students taking both day and extended day classes.
(4) Counts of Apprentice and Nonresident students are shown for information only. It is assemed that these students are included within Credit Enrollment counts. Nonresidents are students not resident in California for the previous 12 months.

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Table 2

PALOMAR COLLEGE
WEEKLY STUDENT CONTACT HOURS
Fall Semesters 1967-1979

CREDIT WSCH	1967	1968	1969	1970	1971	1972	1973	1974	1975	1976	1977	1978	1979
CENSUS WEEK ACCOUNTED WSCH													
Day	42,366	41,632	45,042	49,782	60,416	65,800	78,663	88,366	100,689	101,850	99,257	92,937	97,160
Extended Day	11,885	12,184	13,602	15,484	19,110	23,495	33,483	38,920	48,250	47,101	45,502	44,400	46,070
ACTUAL HOURS ACCOUNTED WSCH													
Annual contact hrs. total (7/1-6/30, not incldg. summer session):													
Day	--	--	--	--	--	--	--	65,122(6)	163,088(7)	89,723	87,745	75,268	N/A
Extended Day	--	--	--	--	--	--	--	84,448(6)	15,213(7)	21,920	26,794	25,651	N/A
Weekly contact hrs., approx.(3)													
Day	--	--	--	--	--	--	--	1,861	4,660	2,564	2,507	2,151	3,000*
Extended Day	--	--	--	--	--	--	--	2,413	435	626	766	733	1,000*
TOTAL CREDIT WSCH													
Day WSCH	42,366	41,632	45,042	49,782	60,416	65,800	78,663	90,227	105,349	104,414	101,764	95,088	100,160*
Extended Day WSCH	11,885	12,184	13,602	15,484	19,110	23,495	33,483	41,333	48,685	47,727	46,268	45,133	47,070*
Day & Ext'd. Day WSCH	54,251	53,816	58,644	65,266	79,526	89,295	112,146	131,560	154,034	152,141	148,032	140,221	147,230*
NONCREDIT WSCH													
ACTUAL HOURS ACCOUNTED WSCH													
Annual contact hrs. total (7/1-6/30)	68,775(5)	50,328	69,253	109,764	137,209	169,814	117,502	182,888	198,589	161,218	184,665	79,178	N/A
Wkly. contact hrs., approx.(4)	1,599	1,170	1,611	2,553	3,191	3,949	2,733	4,253	4,618	3,749	4,295	1,841	2,000*
TOTAL FALL WSCH--CREDIT AND NONCREDIT	55,850	54,986	60,255	67,819	82,717	93,244	114,879	135,813	158,652	155,890	152,327	142,062	149,230*

Notes:
(1) Data for this tabulation taken from the CCAF-320 Report, Annual Report of Attendance, Part III, Page 5. With the institution of a second Census Week in 1975 the first and second Census Week data are averaged. ROP weekly student contact hours are not included.
(2) Actual Hours Accounted WSCH are approximated from annual data aggregating from July 1st of the year specified to June 30th of the following year.
(3) Credit hour totals, which do not include summer session hours, are divided by the 35 fall and spring semester weeks to approximate weekly contact hours.
(4) Noncredit hour totals, which include summer session hours, are divided by the 43 fall, spring and summer weeks to approximate weekly hours.
(5) No annual data available, contact hours taken for the period 4/16/67 to 4/15/68.
(6) Education Code revised to include Credit category Actual Hours Accounted WSCH.
(7) Variation between 1974 and 1975 data is due to first year accounting procedures.
(*) Estimated for Fall 1979.

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PALOMAR COLLEGE
CERTIFICATED AND CLASSIFIED STAFF
Fall Semesters 1967-1979

Table 3

CERTIFICATED STAFF	1967	1968	1969	1970	1971	1972	1973	1974	1975	1976	1977	1978	1979
FULL TIME CERTIFICATED CONTRACT STAFF													
Administrators (Assistant Deans & Above)	11	11	11	11	11	11	11	11	11	11	11	10	11
Middle Administrators (w/assignments involving less than 3/5's time in direct student contact activities)	1	0	0	0	1	4	6	10	10	11	13	13	13
Total Admin. plus Middle Admin.	12	11	11	11	12	15	17	21	21	22	24	23	24
Direct Student Contact Staff (w/assignments involving 3/5's or more time in direct student contact activities)													
1. Instructors	81	89	94	97	109	123	125	155	181	179	203	197	196
2. Counselors	6	6	6	6	7	7	7	10	9	10	12	15	15
3. Librarians	1	1	2	2	3	3	4	4	3	4	4	4	4
4. Coop. Educ.-Work Experience	0	0	1	1	2	3	3	4	5	5	4	4	4
Total Direct Student Contact Staff	88	96	103	106	121	136	139	171	198	198	223	220	219
TOTAL FULL TIME CERTIF. CONTRACT STAFF	100	107	114	117	133	151	156	192	219	220	247	243	243
PART TIME CERTIFICATED CONTRACT STAFF													
Middle Administrators	0	0	0	0	0	0	0	0	0	1	0	0	0
Direct Student Contact Staff	3	1	0	0	0	6	4	8	8	13	11	10	13
Total Part Time Certif. Contract Staff	3	1	0	0	0	6	4	8	8	14	11	10	13
HOURLY NONCONTRACT CERTIFICATED STAFF													
1. Day Staff	2	1	6	8	8	14	25	42	56	48	51	53	109
2. Extended Day Staff	81	80	90	114	112	134	154	177	245	262	296	228	262
Total Hourly Day & Extended Day Staff	83	81	96	122	120	148	179	219	301	310	347	281	371
Contract Instructors teaching hourly in addition to contract (5)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	131	147	136	148	135	145
Total Hourly Certificated Staff	N/A	N/A	N/A	N/A	N/A	N/A	N/A	350	448	446	495	416	516
CLASSIFIED STAFF													
FULL TIME CLASSIFIED CONTRACT STAFF	74	80	83	88	92	116	142	174	212	211	217	215	233
PART TIME CLASSIFIED CONTRACT STAFF	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	22	24	29	29	28
HOURLY NONCONTRACT CLASSIFIED STAFF(6)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	170	192
TOTAL FULL TIME CONTRACT STAFF, CERTIF. & CLASSIF.	174	187	197	205	225	267	298	366	431	431	464	458	476

Notes: (1) Staff counts represent specific individuals - no attempt is made to aggregate Full Time Equivalent staff counts.
(2) Staff counts indicate approved positions existent as of the first Fall Census Week.
(3) Because the sources for these staff data were numerous and complex, they are detailed in Table 1, attached.
(4) ROP staff is not included.
(5) Not available until Personnel Office initiated listing in 1974.
(6) Hourly student employees not included.

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Certificated staff were grouped in the following categories:

Administrators:	Those acting in positions carrying titles of Assistant Dean or higher.
Middle Administrators:	Those acting in positions requiring that less than three-fifths of their time is spent in direct student contact activities.
Direct Student Contact Staff:	Those employed in positions requiring that three-fifths or more of their time is spent in direct student contact activities, including the following: instructors, counselors, librarians, and cooperative education-work experience personnel.

This definition of direct student contact staff gathers under the heading of middle administrators those certificated, non-Dean individuals who would ordinarily be seen as administrative personnel, while retaining as direct student contact staff instructional department chairmen, all of whom currently accomplish their administrative activity through one-fifth or two-fifths released time.

The study, as noted above, does not analyze classified staff on a functional basis, so that numbers of middle administrators reported do not include classified personnel, although some classified individuals clearly have administrative responsibilities.

Because all staff data collection was accomplished by hand count, an accuracy of about plus or minus 2 counts can be expected in the larger groupings. If, in the future, necessary staff data can be precisely defined and comprehensively recorded by data processing methods, a more precise report will result.

As originally intended, staff data were collected to compile a record of all College employment. Two exceptions to this intent developed. First, it was found impractical to compile a record of student hourly employees because of their mobility. Second, ROP employees were excluded in this report because the College enrollment and student contact hour data do not reflect ROP activity.

In the final analysis, this investigation came to focus on full time contract staff, because these personnel are the essential basis of what is meant by a College staff and because part time and hourly employees form a relatively small component of the full-time-equivalent College work force.

STUDY FINDINGS

Palomar College: 1967-1979 Overview

In the 1979 Fall semester Palomar College reached a total enrollment of 15,241 students, Table 1. Of 14,310 credit enrollments, 5,692 students were enrolled in day classes only, 2,518 students were enrolled in both day and extended day classes and 6,100 students were enrolled in extended day classes only. Consequently, the College had 8,210 students attending its day campuses and 8,618 students attending its evening campuses.

In this semester students took an estimated 149,230 weekly student contact hours or just under 10 weekly contact hours per student, Table 2.

During the Fall 1979 semester Palomar College employed 476 full time employees of which 243 were certificated employees and 233 were classified employees, Table 3. In addition to full time employees, the College employed 604 part time and hourly employees of which 384 were certificated employees and 220 were classified employees.

From the Fall of 1967 to the Fall of 1979 enrollments at Palomar College increased from 5,669 to 15,241 students, an increase of 269%. During the same period weekly student contact hours increased from 55,850 to an estimated 149,230 for a 267% increase. Over the same period full time staff increased from 174 employees to 476 employees for a 274% increase.

During the 12 year period covered in the study six major influences affected the growth of enrollments and the growth of staff on the campus. These influences included:

1. A rapid and continuing growth of population in North San Diego County.

2. Enrollment of a substantial number of veterans of the Korean and Vietnamese wars with a major effect in the years 1974 through 1977 and a peak of 3500 veterans enrolled in 1975.

3. Redistricting of the North County area by the California Chancellor's Office effective in the Fall of 1976 which assigned the coastal San Dieguito area to MiraCosta College and the Ramona, Julian, and Anza-Borrego areas to Palomar College. Free movement of students between the Palomar College and MiraCosta College districts was arranged, running from Fall 1976 through Fall 1979.

4. Application by the Legislature of a 5% per year limitation on the growth of community college financing with its first effect in the Fall of 1976.

5. Passage of Proposition 13, a constitutional amendment halving California property taxes, first effective in the Fall semester of 1978.

6. Passage of AB 8, a post-Proposition 13 restructuring of Cali-

fornia community college finances, having its first effect in the Fall semester of 1979.

Enrollment and Weekly Student Contact Hour Growth

Both enrollment and weekly student contact hours, Figure 1, grew rapidly at Palomar College through the Fall semester of 1975. Enrollments continued to climb and weekly student contact hours fell through Fall 1977 with both measures increasing again in Fall 1979.

The effect of the Legislative 5% cap on community college finances was to reduce class offerings and enrollments beginning Fall 1976 and continued through Fall 1977. In Fall 1978, as a result of the passage of Proposition 13, a substantial number of classes were trimmed with increasing impact on enrollments and student contact hours. Passage of Assembly Bill 8 in 1979 with its provision of a substantial, if possibly temporary, financial plan for the California community colleges produced the first increase in weekly student contact hours at Palomar College in four years.

The redistricting of the San Dieguito coastal area in Fall 1976 has produced a gradual reduction of enrollments from the San Dieguito area as the influence of MiraCosta College has increased there.

Figure 2, detailing Palomar College enrollments from 1967 to 1979, indicates that credit enrollments overshadow noncredit enrollments in importance.

Figure 2 also highlights the growing importance of the evening campus from the fact that for the first time in Fall 1978 the number of students taking evening credit classes surpassed the number of students taking day credit classes. Thus, from 1977 on more students were in attendance in the evenings at Palomar College than were in attendance during the day, although evening classes are compressed into about 4 hours while day classes extend for some 9 hours.

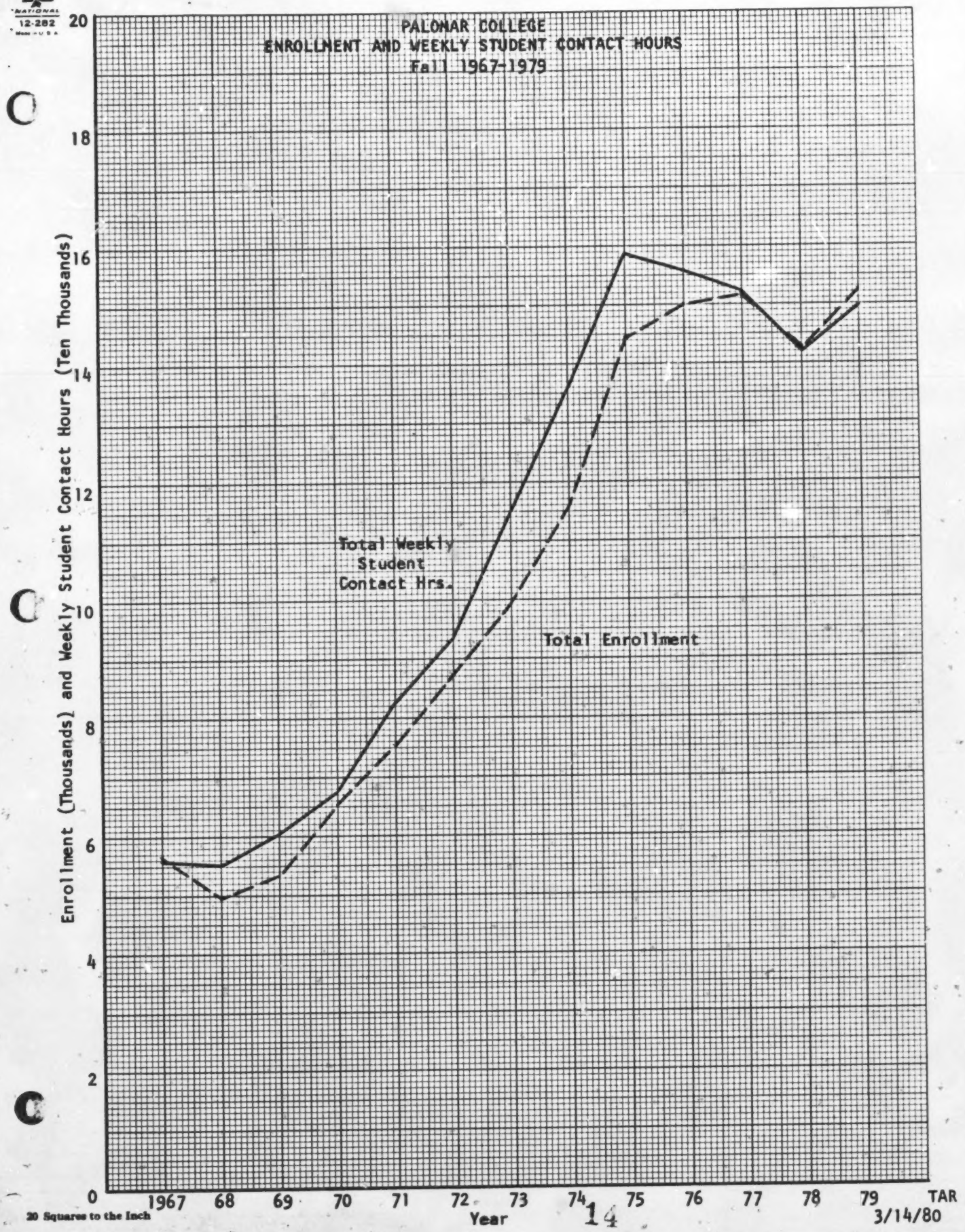
Figure 3, showing weekly student contact hour growth from 1967 to 1979, shows that, while about as many students attend evening classes as day classes, students taking day classes, with their heavier loads, account for about two-thirds of total College weekly student contact hours.

Staff Growth

Growth of the staff at Palomar College can be observed in Figure 4 to have roughly followed the growth of the College's enrollment and student contact hours. Rapid growth is shown through Fall 1975 with a reduced rate of growth from 1975 through 1979. 1975 through 1976 was a period of no change, while staff counts were reduced somewhat from 1977 to 1978.

During this 12 year period the administrative and middle administrative staff has shown some growth, but nothing in terms of numbers to compare with the growth of classified or direct student contact staff over the same period.

Figure 1



20 Squares to the Inch

Figure 2

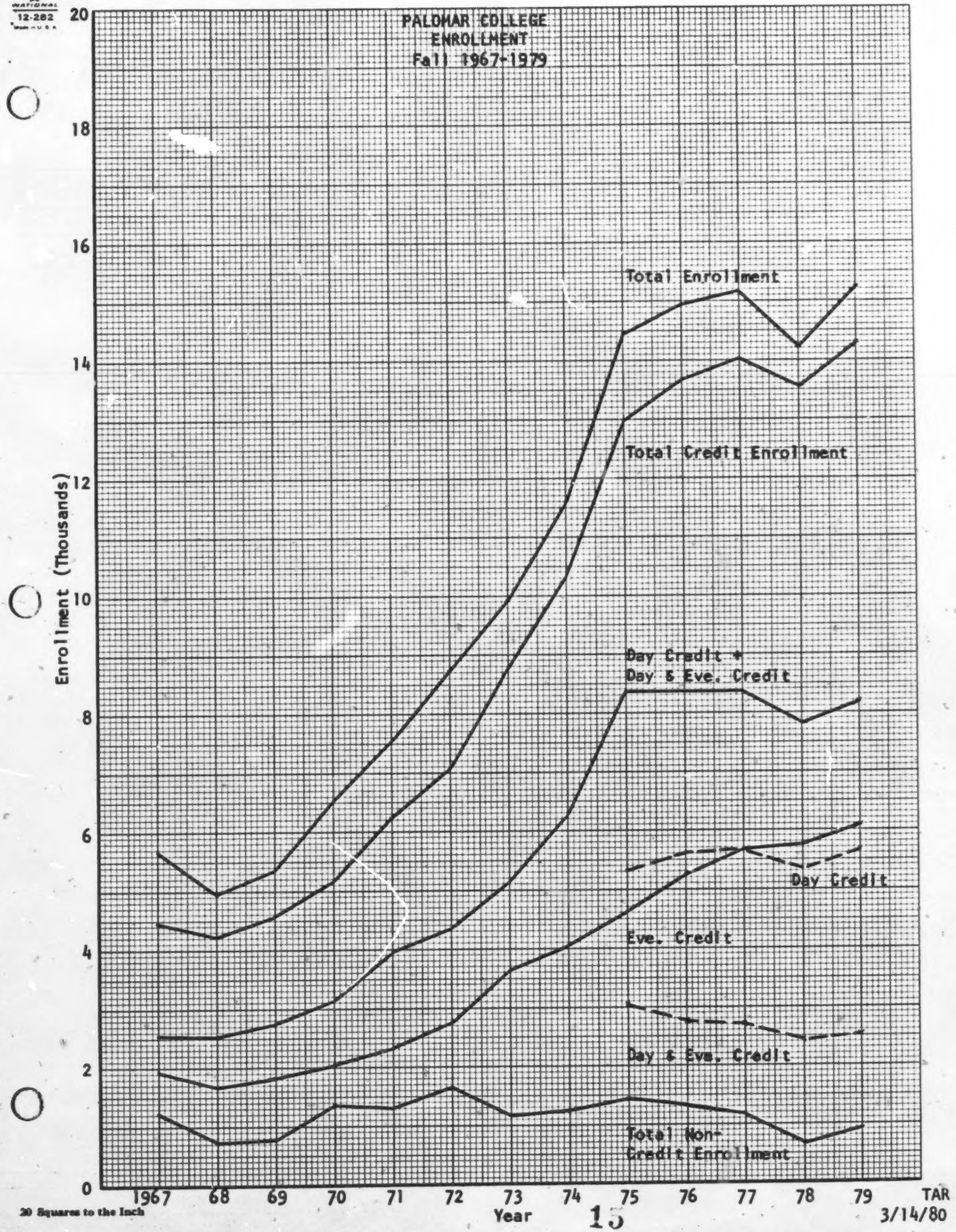


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Figure 3

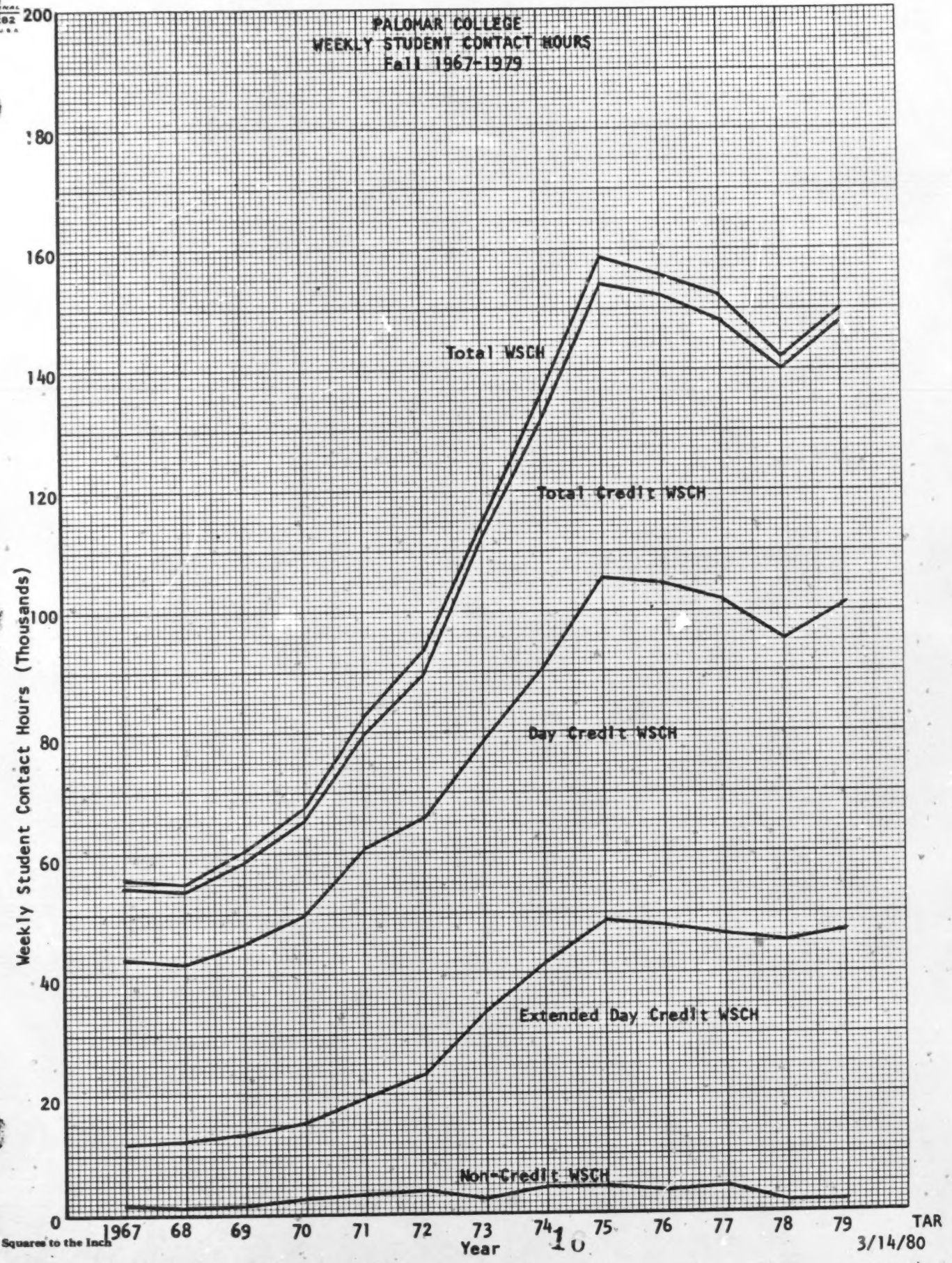
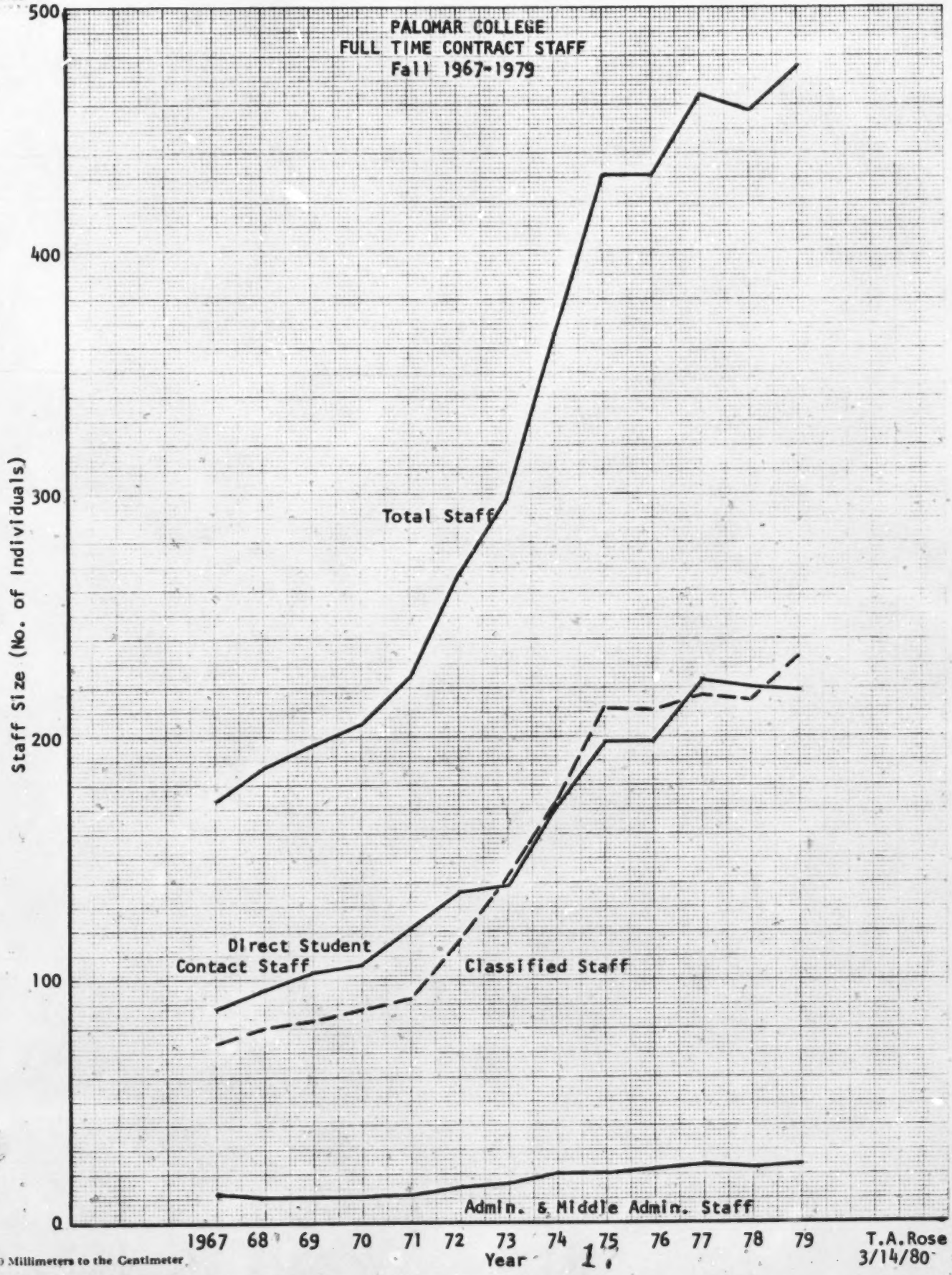

PALOMAR COLLEGE
WEEKLY STUDENT CONTACT HOURS
Fall 1967-1979
Total WSCH
Total Credit WSCH
Day Credit WSCH
Extended Day Credit WSCH
Non-Credit WSCH
Weekly Student Contact Hours (Thousands)
200
180
160
140
120
100
80
60
40
20
0
1967
68
69
70
71
72
73
74
75
76
77
78
79
Year
TAR
3/14/80
20 Squares to the Inch

Figure 4



10 Millimeters to the Centimeter

Classified staff can be seen to have grown somewhat more rapidly than direct student contact staff, particularly between 1971 and 1973.

Figure 5, illustrating the growth of hourly and part time certificated staff, indicates the small number of part time certificated employees and the substantial number of hourly certificated staff employed by the College, the latter in particular to operate the extended day campus. The growth pattern of hourly staff reflects the general growth of student enrollments with a major dip occurring in Fall 1978 reflecting the passage of Proposition 13 and the resulting curtailment of many noncredit classes. The upswing in hourly employment in Fall 1979 reflects the more reliable financial situation provided by the passage of AB-8.

The major swings in the numbers of part time and hourly employees suggests the tendency for these staff segments to feel the first brunt of major legislative changes affecting enrollments and staff needs.

Figure 6 graphically compares the growth of full time contract staff to student enrollment and student contact hours. Staff growth rates approximated those of enrollment and student contact hours except for the Fall 1978 enrollment dip which was absorbed by the reduction in hourly certificated staff noted in Figure 5. Figure 6 shows classified staff growing somewhat more rapidly than direct student contact staff, shows administrators as a constant staff segment, and shows middle administrators increasing from a negligible factor in the late 1960's to 13 persons in Fall 1979.

Figure 5

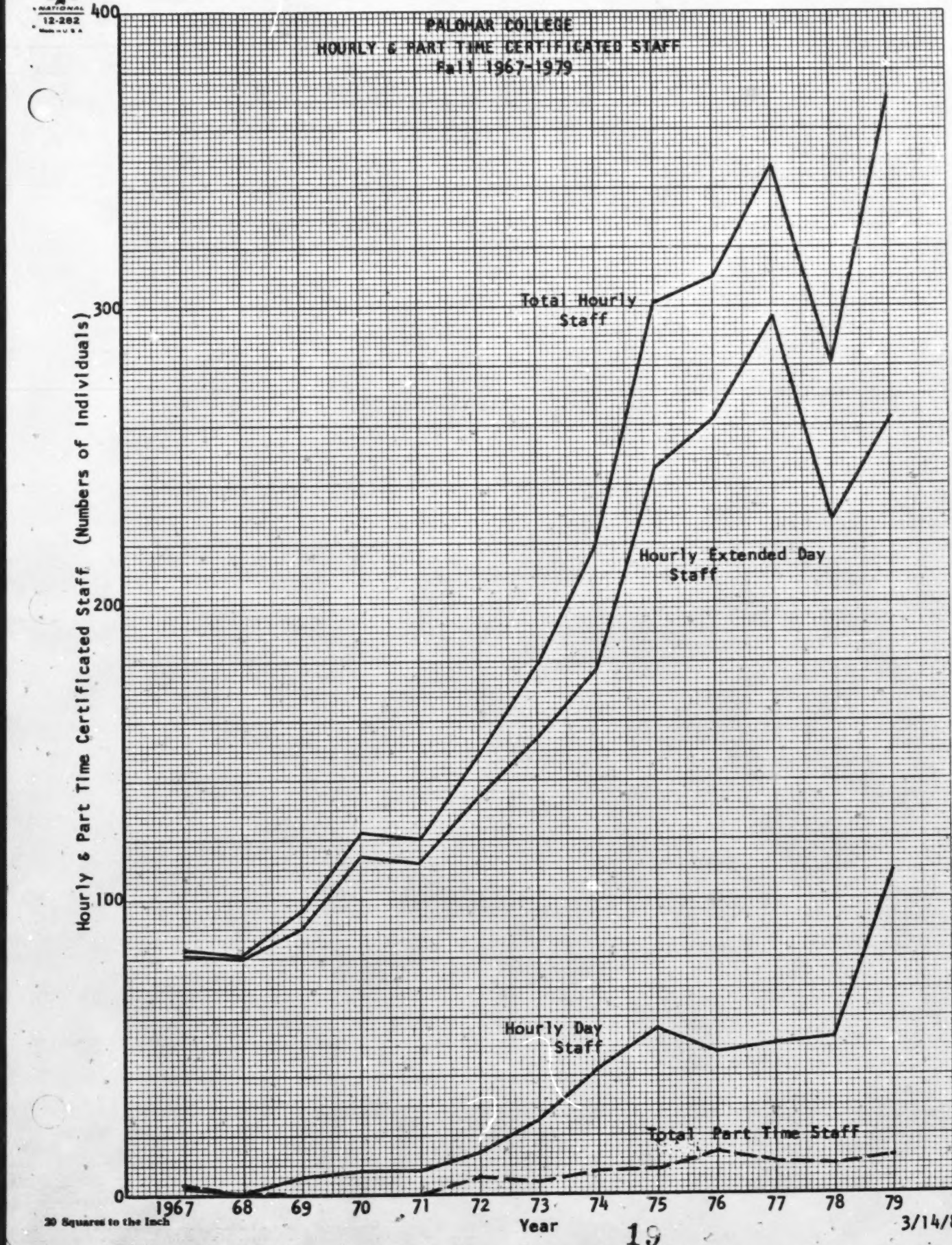
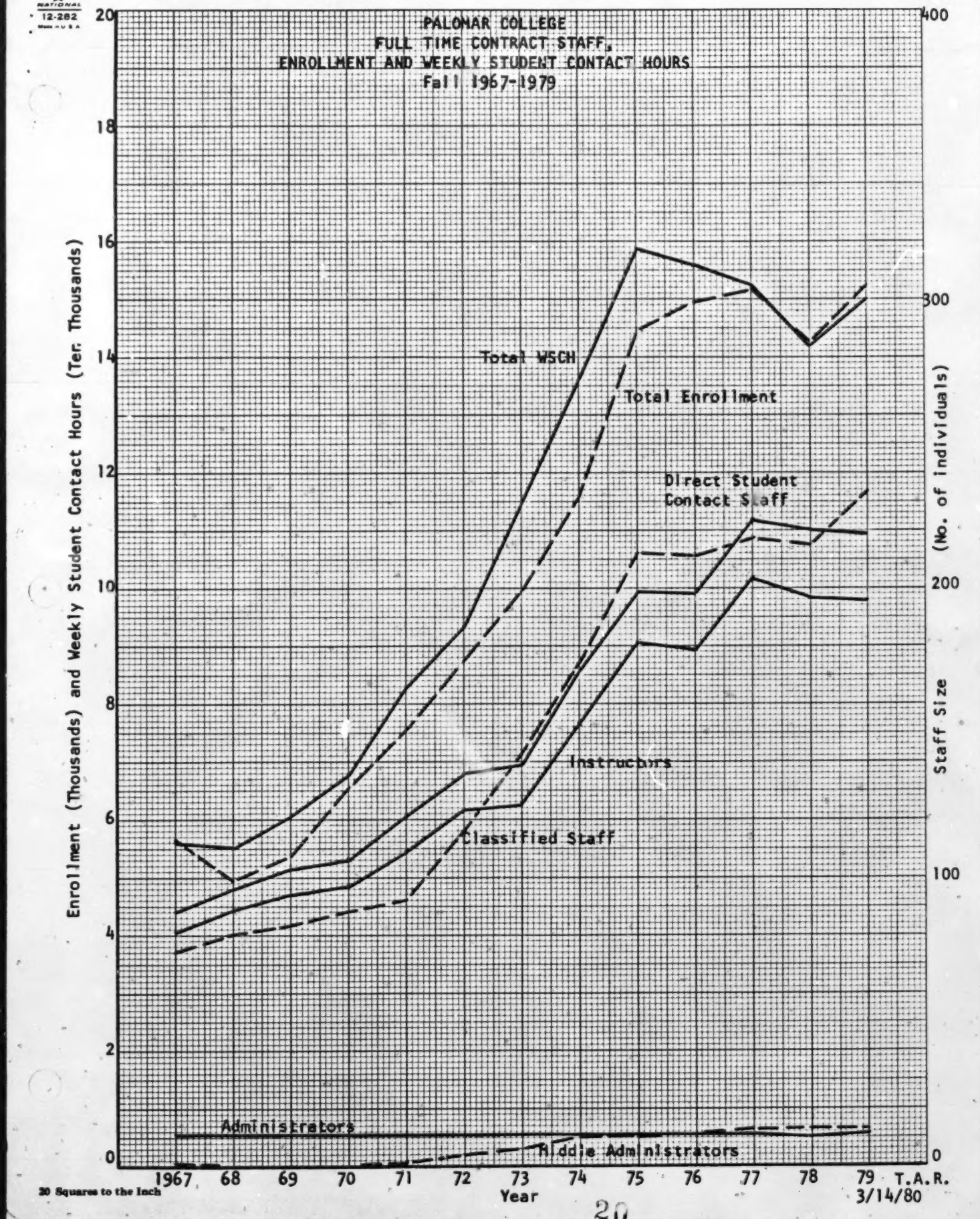

PALOMAR COLLEGE
HOURLY & PART TIME CERTIFICATED STAFF
Fall 1967-1979
Hourly & Part Time Certificated Staff (Numbers of Individuals)
400
300
200
100
0
Total Hourly Staff
Hourly Extended Day Staff
Hourly Day Staff
Total Part Time Staff
1967
68
69
70
71
72
73
74
75
76
77
78
79
Year
TAR
3/14/80
20 Squares to the Inch

Figure 6


PALOMAR COLLEGE
FULL TIME CONTRACT STAFF,
ENROLLMENT AND WEEKLY STUDENT CONTACT HOURS
Fall 1967-1979
Enrollment (Thousands) and Weekly Student Contact Hours (Ten Thousands)
Staff Size (No. of Individuals)
Total WSCH
Total Enrollment
Direct Student Contact Staff
Instructors
Classified Staff
Administrators
Middle Administrators
Year
1967 68 69 70 71 72 73 74 75 76 77 78 79
T.A.R. 3/14/80
20 Squares to the Inch

ANALYSIS OF FINDINGS

Growth Rate Comparisons between Staff Segments and Enrollments, WSCHS

Because graphical comparison of staff growth rates to enrollment and contact hour growth rates was made difficult by rapid changes in growth patterns, an analysis was made of staff segment sizes per unit of enrollment or weekly student contact hours over the 12 year period studied. Generally, the number of staff per 1,000 enrolled students, day and evening, was computed, because the total College is administrated and operated from the day period. These ratio computations are shown in Table 4.

Figure 7, plotting total full time contract staff per 1,000 enrolled students, shows a general decrease from about 34 full time contract staff per 1,000 students in 1967 to about 30 staff per 1,000 students in 1979. The trend line shown in Figure 7 and all similar trend lines were established through typical least squares curve fitting techniques.

Figure 8 shows a similar decline in the number of administrators and middle administrators per 1,000 enrolled students, from 2 administrators in 1967 to 1½ administrators per 1,000 enrolled students in 1979.

Figure 9, covering the number of direct student contact staff per 1,000 enrolled students, shows a decline from about 18 such staff per 1,000 enrolled students in 1967 to about 14 such staff per 1,000 enrolled students in 1979. This decrease may relate to emphasis on larger classes in the 1970's or to an increase in instructor contact hour load.

Figure 10, illustrating the number of full time contract classified staff per 1,000 enrolled students, shows wide variation in the 1960's and early 1970's with a slight increase over the 12 year period. This increase can be explained by the continuing increase in student service activities -- financial aid, handicapped services, and veterans services, and women's services -- all manned primarily by classified personnel.

Full time instructors' contracts almost exclusively involve teaching day classes, and as a consequence, the number of instructors were computed per 10,000 day credit weekly student contact hours. Figure 11 shows a gradual decrease from about 19 instructors per 10,000 contact hours in 1967 to about 18 instructors per 10,000 contact hours in 1979.

Growth Rate Comparisons Between Staff Segments

A final comparison was made between some staff segments using the technique of computing the number of staff in one segment versus some constant quantity of staff in another segment.

Figure 12 shows the 12 year change in the number of administrators and middle administrators per 100 combined direct student contact staff and classified staff. In 1967 about 6½ administrative persons were employed per 100 direct student contact and classified staff compared to about 5½ such staff in 1979.

Table 4

PALOMAR COLLEGE
STAFF - ENROLLMENT, WSCH RATIO COMPUTATION
Fall Semesters 1967-1979

BASIC DATA	1967	1968	1969	1970	1971	1972	1973	1974	1975	1976	1977	1978	1979
ENROLLMENT AND WSCH													
Total Fall Enrollment (thousands)	5.67	4.95	5.34	6.55	7.53	8.73	9.91	11.59	14.46	14.96	15.19	14.23	15.24
Total Fall WSCH (tens of thousands)	5.59	5.50	6.03	6.78	8.27	9.32	11.49	13.58	15.87	15.59	15.23	14.21	14.92
Day Fall Credit WSCH (tens of thousands)	4.24	4.16	4.50	4.98	6.04	6.58	7.87	9.02	10.53	10.44	10.18	9.51	10.02
FULL TIME CONTRACT STAFF													
Admin. & Middle Administrators	12	11	11	11	12	15	17	21	21	22	24	23	24
Direct Student Contact Certificated Staff	88	96	103	106	121	136	139	171	198	198	223	220	219
Classified Staff	74	80	83	88	92	116	142	174	212	211	217	215	233
Total Staff, Certificated & Classified	174	187	197	205	225	267	298	366	431	431	464	458	476
Instructors	81	89	94	97	109	123	125	153	181	179	203	197	196
Direct Student Contac. Staff plus Class.Staff	162	176	186	194	213	252	281	345	410	409	440	435	452
PART TIME & HOURLY CERTIFICATED STAFF													
Part Time Contract Staff	3	1	0	0	0	6	4	8	8	14	11	10	13
Hourly Noncontract Staff	83	81	96	122	120	148	179	219	301	310	347	281	371
Total Supplemental Certif. Staff: Part Time and Hourly	86	82	96	122	120	154	183	227	309	324	358	291	384
COMPUTED RATIOS													
Total Full Time Contract Staff per 1000 Enroll.	30.7	37.8	36.9	31.3	29.9	30.6	30.1	31.6	29.8	28.8	30.6	32.2	31.2
Admin. & Mid. Admin. per 1000 Enroll.	2.1	2.2	2.1	1.7	1.6	1.7	1.7	1.8	1.5	1.5	1.6	1.6	1.6
Dir. Stud. Cont. Staff per 1000 Enroll.	15.5	19.4	19.3	16.2	16.1	15.6	14.0	14.8	13.7	13.2	14.7	15.5	14.4
Class. Staff per 1000 Enroll.	13.1	16.2	15.5	13.4	12.2	13.3	14.3	15.0	14.7	14.1	14.3	15.1	15.3
Instructors per 10,000 Day Credit WSCH	19.1	21.4	20.9	19.5	18.1	18.7	15.9	17.0	17.2	17.2	19.9	20.7	19.6
Admin. & Mid. Admin. per 100 Combined Direct Student Contact & Classified Staff	7.4	6.3	5.9	5.7	5.6	6.0	6.1	6.1	5.1	5.4	5.5	5.3	5.3
Part Time Contract plus Hourly Noncontract Staff per 10 Full Time Contract Direct Student Contact Staff	9.8	8.5	9.3	11.5	9.9	11.3	13.2	13.3	15.6	16.4	16.1	13.2	17.5

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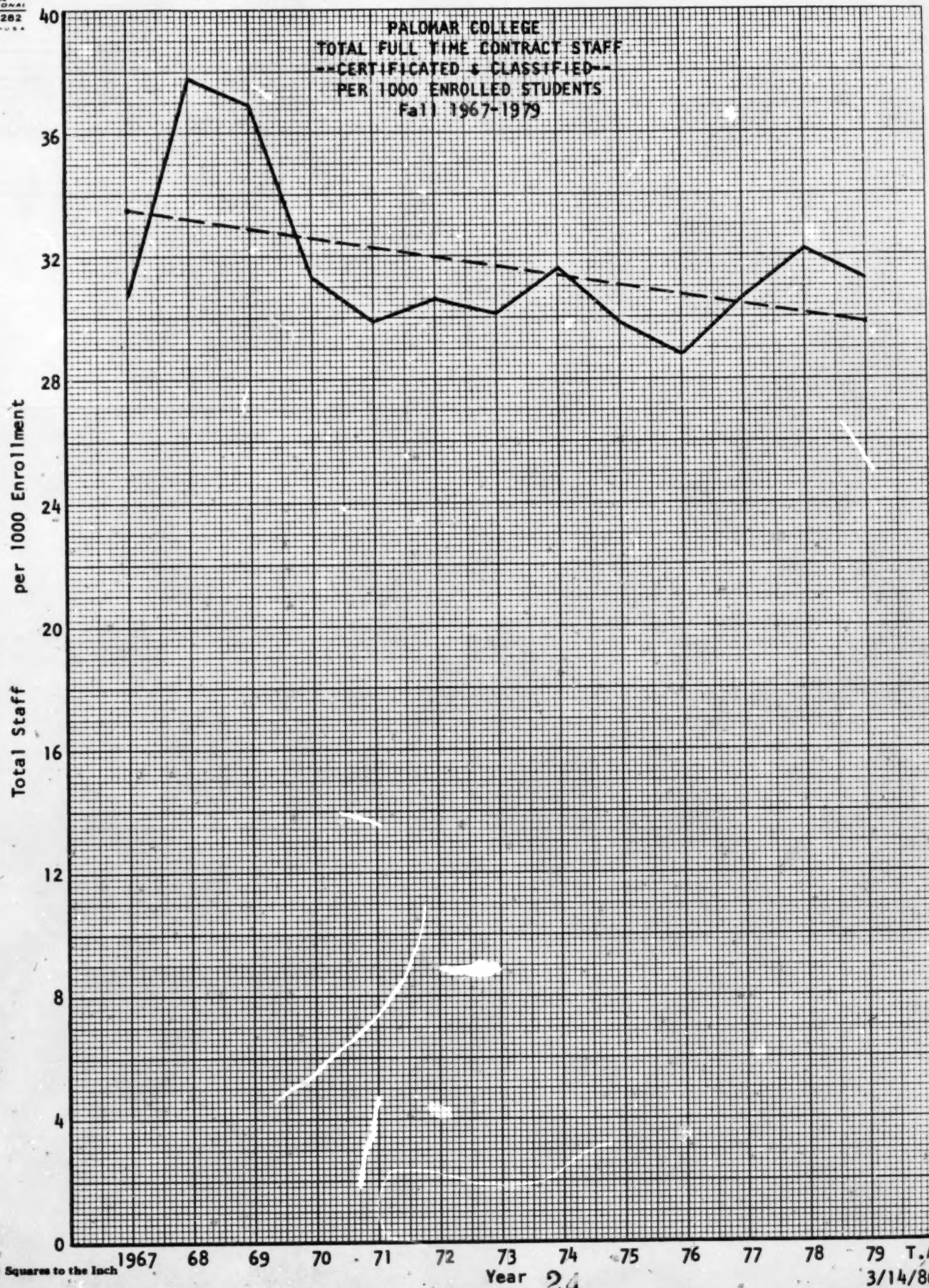
Figure 7


PALOMAR COLLEGE
TOTAL FULL TIME CONTRACT STAFF
--CERTIFICATED & CLASSIFIED--
PER 1000 ENROLLED STUDENTS
Fall 1967-1979
Total Staff per 1000 Enrollment
40
36
32
28
24
20
16
12
8
4
0
1967
68
69
70
71
72
73
74
75
76
77
78
79
Year
T.A.R.
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20 Squares to the Inch

Figure 8

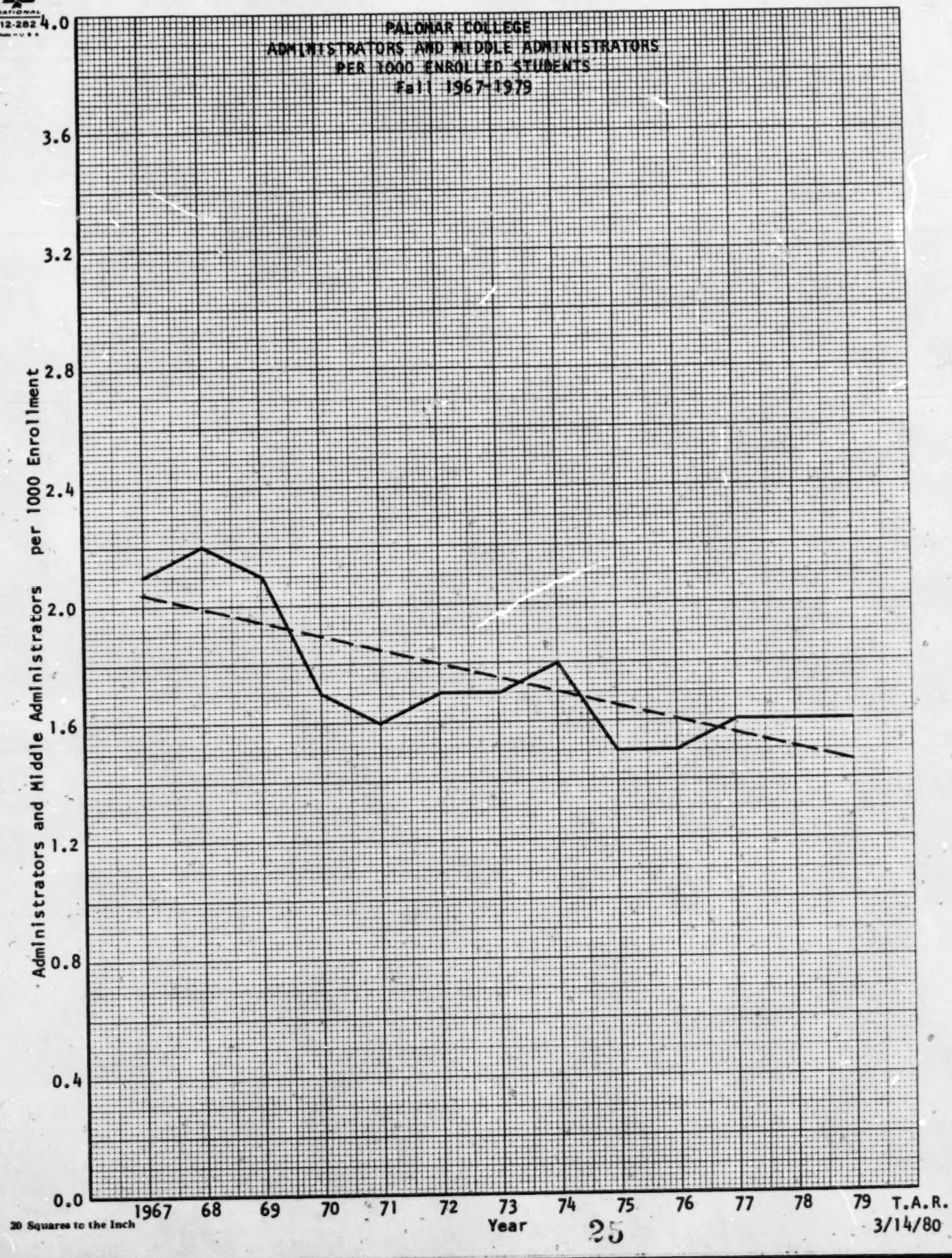
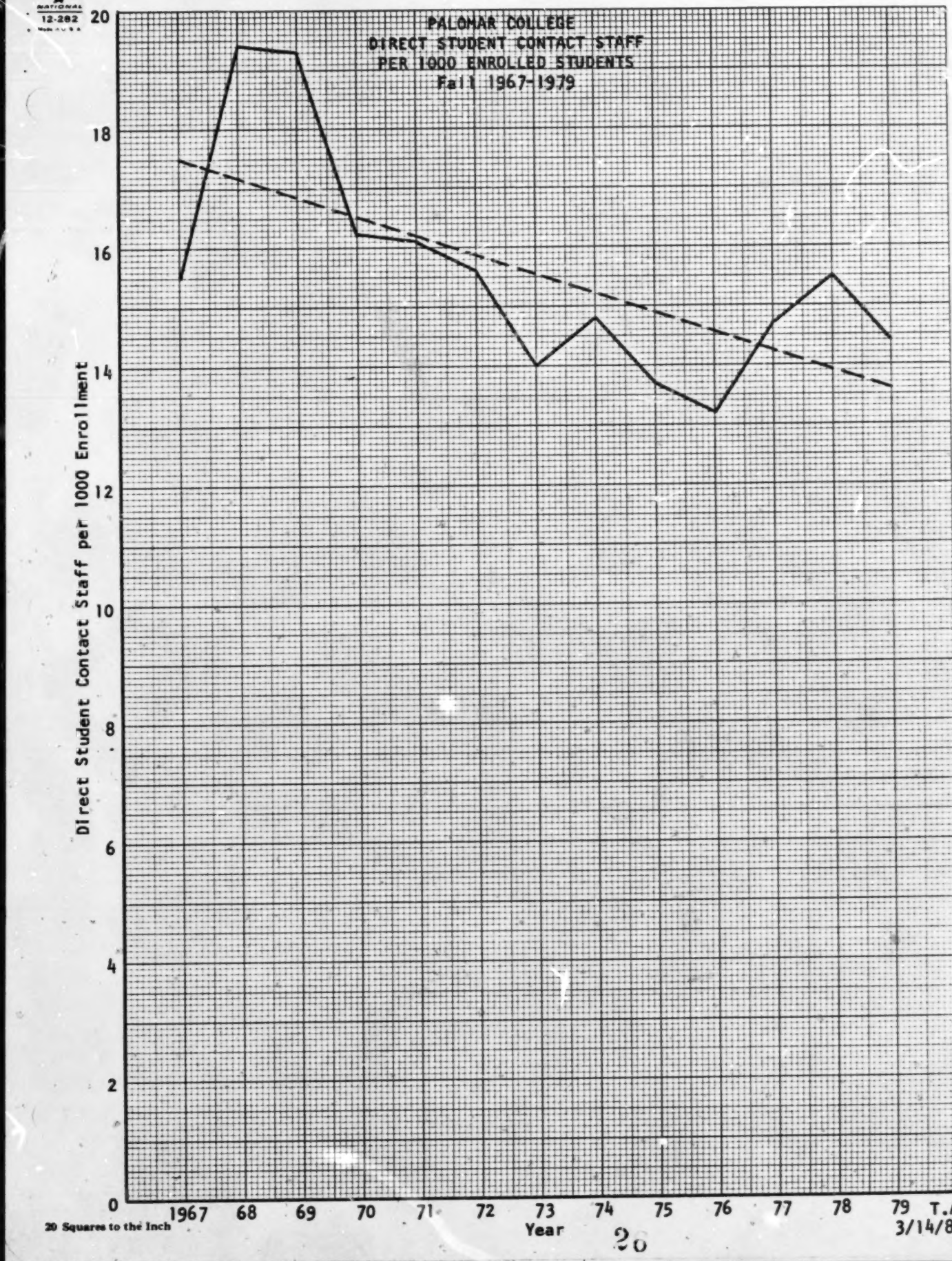
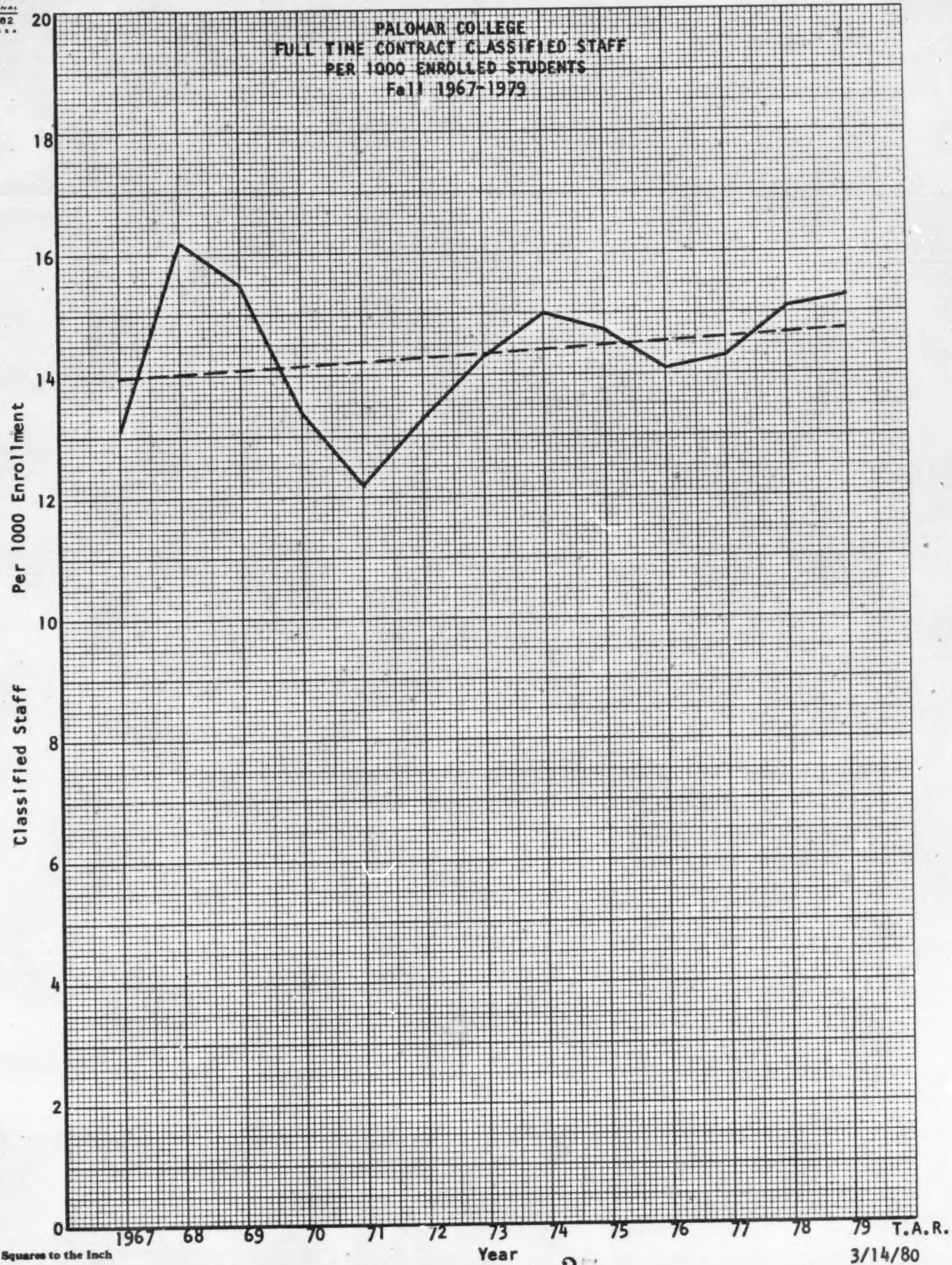

PALOMAR COLLEGE
ADMINISTRATORS AND MIDDLE ADMINISTRATORS
PER 1000 ENROLLED STUDENTS
Fall 1967-1979
Administrators and Middle Administrators per 1000 Enrollment
4.0
3.6
3.2
2.8
2.4
2.0
1.6
1.2
0.8
0.4
0.0
1967
68
69
70
71
72
73
74
75
76
77
78
79
Year
T.A.R.
3/14/80
20 Squares to the Inch

Figure 9



20 Squares to the Inch

Figure 10



20 Squares to the Inch

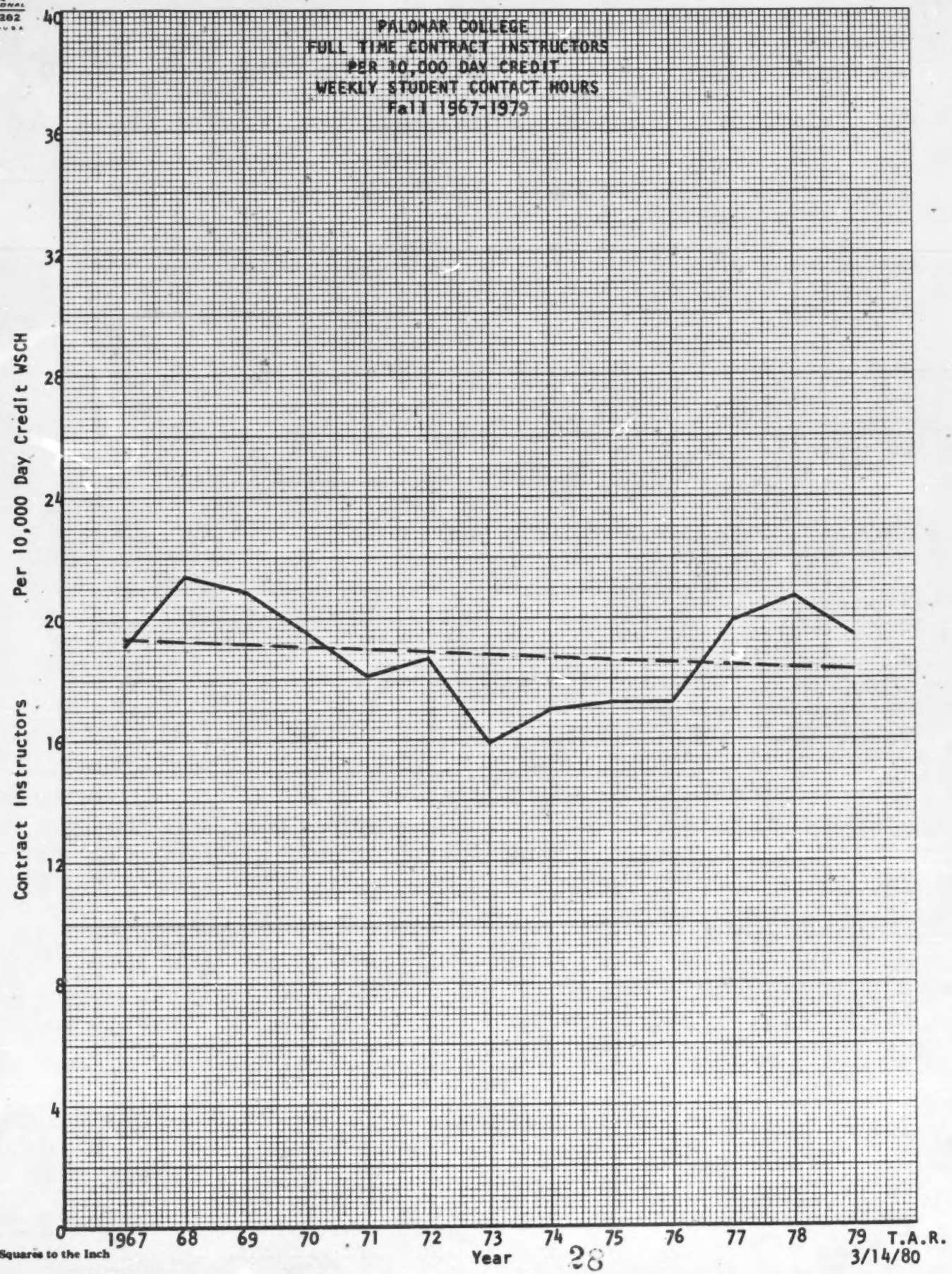
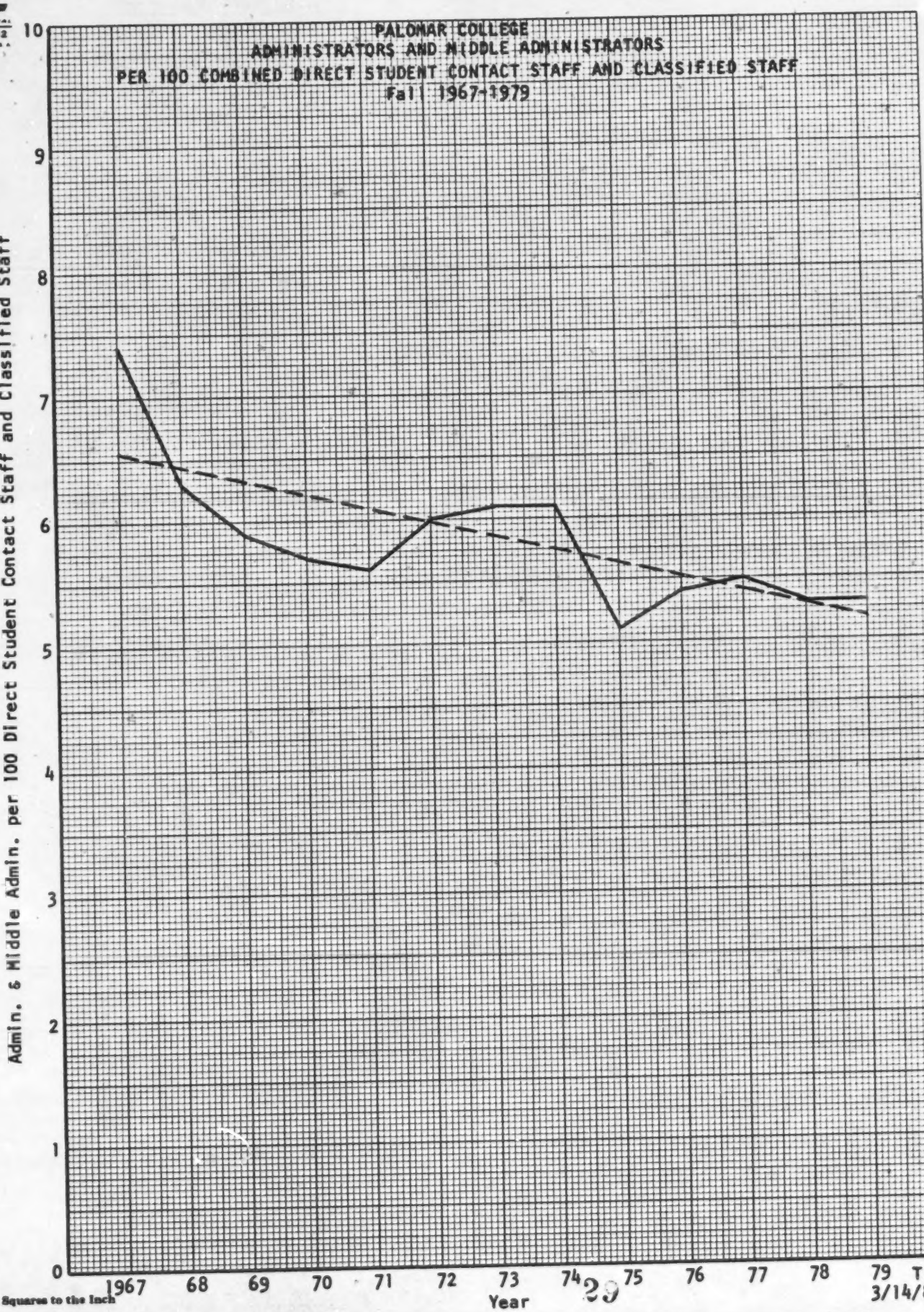

PALOMAR COLLEGE
FULL TIME CONTRACT INSTRUCTORS
PER 10,000 DAY CREDIT
WEEKLY STUDENT CONTACT HOURS
Fall 1967-1979
Contract Instructors Per 10,000 Day Credit WSCH
40
36
32
28
24
20
16
12
8
4
0
1967
68
69
70
71
72
73
74
75
76
77
78
79
Year
T.A.R.
3/14/80
20 Squares to the Inch

Figure 12

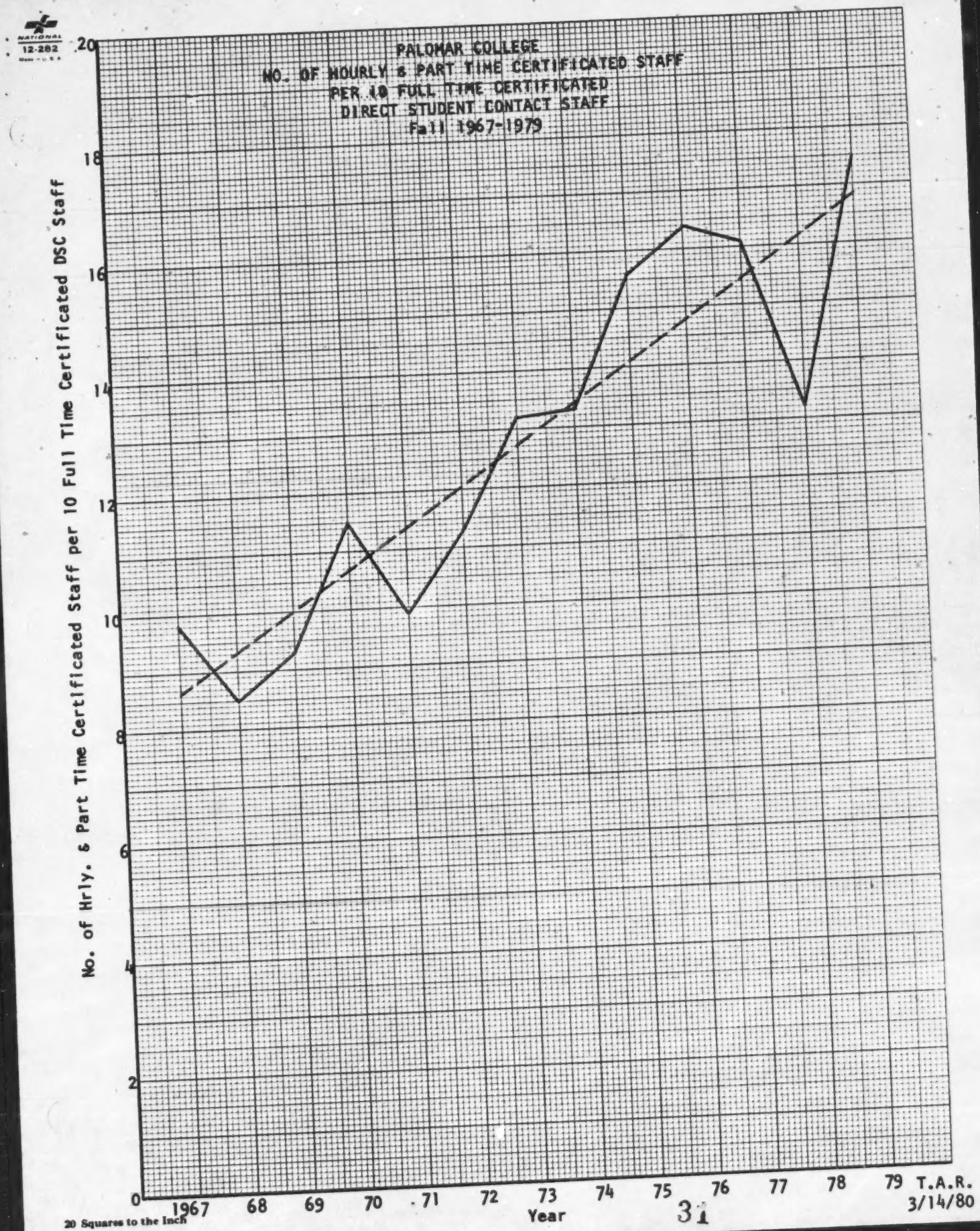


20 Squares to the Inch

It was not felt appropriate to draw a comparison between the numbers of classified staff and non-administrative certificated staff, because these staff segments function in different areas, certificated staff by and large being instructors while classified staff are concentrated in the student service and administrative areas.

Finally, a comparison was made of the number of hourly and part time certificated staff to the number of full time certificated staff. Figure 13 shows the rapid increase in the number of hourly and part time certificated staff per 10 full time certificated direct student contact staff, from 9 hourly and part time staff in 1967 to 17 such staff in 1979. The inference is that an effort has been made to supplement full time contract staff with hourly and part time employees and that rapid growth of the evening college has led to continual increases in the number of hourly certificated instructors.

Figure 13



20 Squares to the Inch

CONCLUSIONS

Returning to the research questions posed in the description of study intent, consider these questions in sequence.

1. Has the staff at Palomar College grown since 1967 at a rate equivalent to the rate of growth of student enrollments?

The analysis of Figure 7, showing changes in the total number of full time contract staff per 1,000 enrolled students, indicates that total full time contract College staff has grown more slowly than have College enrollments.

2. Have the major segments of Palomar College staff grown at substantially similar rates from 1967 to the present?

An illustration of the growth rates of various segments of full time contract staff, Figure 6, shows that different growth rates did occur:

a) The number of administrators has been essentially constant for the 12 year period.

b) The number of middle administrators increased from a negligible count in the 1960's to 13 in 1979.

c) The number of direct student contact staff and classified staff grew considerably more rapidly than the administrative segment especially in terms of total counts.

d) The number of classified staff grew somewhat more rapidly than the number of direct student contact staff.

While the number of administrators was constant and the number of middle administrators grew, Figure 12 shows that the ratio of total administrative staff to all other full time contract staff decreased over the period.

3. Have the major segments of the Palomar College staff grown at rates equivalent to growth rates of appropriate measures of student activity?

Most staff segments at Palomar College have grown more slowly than comparable measures of student activity. Such segments include administrators and middle administrators, direct student contact staff, and instructors, as seen in Figures 8, 9, and 11. Classified staff are seen in Figure 10 to have grown at a rate slightly greater than the rate of growth of enrollments.

RECOMMENDATIONS

Three recommendations are made.

1. This study or some version of it should be updated periodically as a part of a College academic master plan.

2. Action should be taken to establish an on-line data base covering both classified and certificated staff and providing and preserving all data elements necessary to produce this report. A proposed list of data elements are included in Table A4 of the Appendix.

3. Consideration should be given to the possibility of providing data henceforth which would allow generation of staff growth reports based on full-time-equivalent personnel counts.

Thomas A. Rose
Research Coordinator
Palomar College

APPENDIX

PALOMAR COLLEGE
STAFF GROWTH ANALYSIS: ANNUAL FALL DATA SOURCES

Table A1

STAFF CATEGORY		SOURCE OF FALL STAFF SIZE DATA
Certificated Staff		
Full Time Contract:	Administrators (Assistant Deans and above)	Division/Department Organization Certificated Contract Lists 1967-1979.
	Middle Administrators (3/5's or more in duties other than direct student contact activities.)	Same as above, plus Business Office reports: 1) WSCH Fall Census Week for ten consecutive years dated 9/22/77; 2) WSCH Fall Census Week for five consecutive years dated 1/3/78 and 3) Operations Report by Instructors for Fall 1979.
	Direct Student Contact Staff (3/5's or more direct student contact activity.)	Division/Department Organization Certificated Contract Lists 1967-1979.
Part Time Contract:	Middle Administrators and Direct Student Contact Staff	Same as for Full Time Staff above.
Hourly:	Day Staff	Day Certificated Staff Office Assignment Lists: 1967-75; Instruction Office records: 1975-77; Personnel Office Certificated Hourly Payroll Clerk: 1978-79.
	Extended Day Staff	Campus Directories 1967-1973. Cont'g. Education Division Master Mailing Lists from 1974-1977. Personnel Office Certificated Hourly Payroll Clerk: 1978-1979.
Classified Staff		
Full and Part Time Contract:		Campus Directories 1967-1973 and Personnel Office records 1974-1979.
Hourly Noncontract:		Second Payroll Register count for September, 1978-1979.

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PALOMAR COLLEGE
ADMINISTRATIVE AND MIDDLE ADMINISTRATIVE CERTIFICATED STAFF
Fall Semester, 1977-1979

Table A2

ADMINISTRATORS (Asst. Deans and above)	1977	1978	1979
President/Superintendent	O. Scheidt	O. Scheidt	O. Scheidt
Asst. Supt. in Charge of Business	J. Schettler	J. Schettler	J. Schettler
Dean of Instruction	V. Bergman	V. Bergman	T. Kilman
Dean of Student Personnel Services	K. Burns	K. Burns	K. Burns
Asst. Dean of Vocational Education	W. Brown	W. Brown	W. Brown
Asst. Dean of Humanities	H. Brubeck	Vacant(1)	G. Jackson
Asst. Dean of Student Services	D. Chappie	D. Chappie	D. Chappie
Asst. Dean of Science, Technology and Business	C. Coutts	C. Coutts	C. Francis, Act.
Asst. Dean of Contg. Educ. & Community Services	T. Kilman	T. Kilman	A. Carli, Act.
Asst. Dean of Library Services	B. Smith	B. Smith	B. Rogers
Asst. Dean of Student Affairs	G. Jackson	G. Jackson	F. Hankin, Act.
MIDDLE ADMINISTRATORS (3/5's or more in duties other than direct student contact activities)			
Affirmative Action Coordinator	E. Kronovet	E. Kronovet	E. Kronovet
Financial Aids Officer	F. Hankin	F. Hankin	C. Hollins, Act.
Registrar	H. Lee	H. Lee	H. Lee
Research Coordinator	T. Rose	T. Rose	T. Rose
Personnel Manager	R. Smith	R. Smith	R. Smith
Coord., Voc. Projects, Apprenticeship Programs & Dir., Supervision & Waste Water Programs	R. Kuretich	R. Kuretich	R. Kuretich
Coord., Programs for Handicapped & Special Project Development	E. Zevin	E. Zevin	E. Zevin
Asst. to Director, Data Processing	T. Dolan	Vacant	(Now classified)
Coordinator, Student Health Services	C. Hankins	C. Hankins	C. Hankins
Coordinator, Veteran's Education Program	A. Carli	A. Carli	A. Carli
Coord., Gerontology/Programming for Older Adults	S. Zarakov	S. Zarakov	S. Zarakov
Director, Ext'd. Opportunity Programs & Services (EOPS)	B. Lucero	B. Lucero	A. Flores, Act.
Asst. Director, EOPS	--	C. Hollins	Vacant
Learning Resources Specialist	K. Hanssen	K. Hanssen	K. Hanssen
Women's Program Director	--	--	V. Burney

(1) Because of the passage of Proposition 13, the future of this position was in doubt and it was not filled until December 1978 by Gene Jackson in an acting capacity.

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PALOMAR COLLEGE
ADMINISTRATIVE POSITION CHANGES, 1977-80

Dean of Instruction

Bergman	- retired January 1979
Kilman	- employed March 1979

Assistant Dean, Humanities

Brubeck	- retired June 1978
Vacant	- June to December 1978
Jackson	- acting December 1978
	- employed June 1979

Assistant Dean, Science, Technology & Business

Coutts	- retired June 1979
Francis	- acting September 1979 - January 1980
Michael	- employed February 1980

Assistant Dean, Continuing Education & Community Services

Kilman	- transferred March 1979
Carli	- acting March 1979

Assistant Dean, Library Science

(Smith) Rogers - Name change September 1979

Assistant Dean, Student Affairs

Jackson	- transferred December 1978
Vacant	- January to July 1979
Hankin	- acting July 1979

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PALOMAR COLLEGE STAFF STATUS DATA ELEMENTS

Covered Personnel	All Palomar College employees
Timing of count for annual staff growth report	Fourth week of classes of Fall semester
Necessary data elements	Below

DATA ELEMENTS	Classification
General Elements	
a) Name	
b) Employment status	1) Certificated 2) Classified
c) Contract status	1) Full time contract, permanent 2) Full time contract, temporary 3) Part time contract, permanent 4) Part time contract, temporary 5) Hourly non-contract, adult 6) Hourly non-contract, student
d) Contract term	1) 10 month 2) 11 month 3) 12 month
e) Non-contract hourly instruction of contract personnel	1) 0 weekly contact hours 2) 1 to 3 weekly contact hours 3) 4 to 6 weekly contact hours 4) 7 to 9 weekly contact hours 5) 10 or more weekly contact hours
f) If on part time contract, contract fraction	Appropriate fraction
g) If on leave, leave status	1) On leave, no replacement 2) On leave, temporary replacement 3) On sabbatical leave, no replacement 4) On sabbatical leave, temporary contract replacement
h) Divisional employment	1) Administrative - answering to President or Business Superintendent 2) Instructional - answering to Dean of Instruction 3) Student Services - answering to Dean of Student Services

Certificated Elements	Classification
i) Administrative status	1) Assistant Dean, Dean, Assistant Superintendent, President/Superintendent 2) Other
j) Department Chairperson status	1) Department Chairperson 2) Other
k) If Dept. Chairperson, contract fraction released	Appropriate fraction
l) Certificated contract assignment: Middle Administrators	Appropriate fraction
m) Certificated contract assignment: Instructor	Appropriate fraction
n) Certificated contract assignment: Counselor	Appropriate fraction
o) Certificated contract assignment: Librarian	Appropriate fraction
p) Certificated contract assignment: Cooperative Educ./Work Exp.	Appropriate fraction
Classified Elements	
q) Classified contract assignment: Middle Administrators	Appropriate fraction
r) Classified contract assignment: Other Classified	Appropriate fraction
Salary Funding Elements	
s) Contract salary funding: General Fund	Appropriate fraction
t) Contract salary funding: ROP Fund	Appropriate fraction
u) Contract salary funding: EOPS Fund	Appropriate fraction
v) Contract salary funding: Veterans Education Fund	Appropriate fraction
w) Contract salary funding: Womens Program Fund	Appropriate fraction
x) Contract salary funding Handicapped Program Fund	Appropriate fraction

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